

10 MAR 1971

**MEMORANDUM FOR: Deputy Director for Support**

**SUBJECT : Communication With Young Employees**

1. This memorandum is for your information and is in response to your request for ideas on ways for management to communicate with young employees. We submit the special efforts made in the Office of Security with the thought that they may have broader application.
2. Recognizing the need for communication with our younger employees, we established approximately two years ago a Long-Range Planning Group. In order to avoid a senior management concept, the Group was established to consist of representatives from our major office components who are on a mid-career level (GS-13 and GS-14). The Group is chaired by the Deputy Director of Security. One of the management problems to which this Group immediately addressed itself was that of communication with younger employees.
3. Since some of the proposals of the Long-Range Planning Group particularly affected our younger careerists, we also established an Office of Security Management Advisory Group. In order to ensure that the input of youth is received, membership in that Group is restricted to employees who have been assigned to the Office of Security for at least a year but who are not above grade GS-11. This Group is also chaired by the Deputy Director of Security. It occasionally meets with the Long-Range Planning Group. As a part of each meeting, emphasis is placed on the identification of problems within the Office of Security which require consideration.

4. Since the establishment of the groups identified above, we have enhanced communication by the compilation and distribution of a book containing job descriptions of all professional positions within the Office. These job descriptions were prepared in an informal style to communicate, particularly to our younger employees, the scope of functions and career opportunities within the Office of Security.

5. As a means of communication from the employee to our career management mechanism, we have asked our professional employees to submit a form identifying the next three assignments within the Office of Security for which they would desire consideration. We cannot, of course, guarantee complete compliance with these requests, but we can guarantee consideration of all requests when assignments are made. Our employees are currently in the process of communicating their assignment desires to us. It is too early to determine definitely the success of this program. However, early indications are that our younger employees are enthusiastic about it.

6. The Long-Range Planning Group has proposed another desirable means of across-the-board communication in the form of a broad professional training program within the Office, whereby branch level speakers would outline their functions, problems, and contribution to the overall security effort of the Agency. We are currently considering this program. However, it is doubtful that we will be able to initiate it at this time because of its heavy drain on professional manpower. If and when we will be able to launch such a program, we feel it would meet a communication need which would be beneficial.

7. The concept of our Long-Range Planning Group and our internal Management Advisory Group has been well received. We feel that it is somewhat unique in that both groups are chaired by a senior officer; hence, communication flows across a broad spectrum on an informal basis without the need for detailed, time-consuming reports. It is suggested that a similar concept on an Agency directorate level would be beneficial in providing a broad base for communication.

8. Taking this thought further, groups established on a directorate level could provide communication within the directorates on items of concern therein. Similarly, matters of broader applicability could be fed into the existing Agency Management Advisory Group. It would be difficult to say if such an elaborate structure would produce significant results; however, it would obviously provide conduits for communication across a broad segment of the Agency.

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Director of Security